2005 Employee Attitude Survey (EAS)

Summary of Results for
Federal Aviation Administration (FAA) Overall

1,943 Respondents

Developed by:

Federal Aviation Administration
Civil Aerospace Medical Institute
Aerospace Human Factors Research Division (AAM-500)

And

Xyant Technology

July 28, 2005

Table of Contents

Table of Contents

Explanation of Report Content

The Federal Aviation Administration (FAA) has administered the Employee Attitude Survey (EAS) to its employees since 1984. The current survey (EAS 2005) was administered to a stratified random sample of 6,561 FAA employees between May 16 and June 20, 2005. This survey was designed to assess employee attitudes, perceptions, and opinions about specific issues identified by employees on the EAS 2003. The following four focus areas were identified by employees on the EAS 2003 as those requiring the most improvement: (1) Leading and Managing Performance, (2) Resolving Conflicts, (3) Recognizing and Rewarding Performance, and (4) Enhancing Communications. This report is organized around these four corporate focus areas.

There are multiple questions for each corporate focus area. The items within a corporate focus area are organized around themes. Themes are an aspect or component of the larger corporate focus area. For example, within the Leading and Managing Performance focus area, the theme for items 1 and 2 is the clarity of performance expectations. The theme for items 3, 4, 5, and 35 is the line-of-sight between individual performance expectations and work unit, organizational, and FAA goals.

There are one or more criterion items for each corporate focus area. The criterion items are designed to assess to what degree employees see improvements in a corporate focus area as the result of actions taken in response to the results of the 2003 employee survey. For example, within the Leading and Managing Performance focus area, improvement in management effectiveness and management accountability are assessed by items 6 and 11, respectively. Improvement in Resolving Conflicts is assessed by item 20. Item 26 assesses improvement in Recognizing and Rewarding Performance. Improvement in Enhancing Communications is assessed by items 34 and 38.

This report details the results of 1,943 useable returned EAS 2005 surveys for the FAA overall.

How To Interpret Results

The results of the 2005 survey are representative of the agency as a whole. You can determine whether current employee perceptions are relatively more negative, neutral, or positive by examining the 2005 survey results. You can compare the results of the last survey (2003) to the results of this survey (2005) on some items. In general, differences between 2003 and 2005 of at least 3% on an item are likely to be more meaningful, interpretable, and statistically significant. Several new items were introduced in this survey; therefore, no comparative data from 2003 are available for those items.

Organizational Excellence (OE) Metric

The Organizational Excellence (OE) Metric is a composite of 12 items. The OE Metric is designed to provide an overall summary assessment of employee perceptions of management effectiveness and accountability, the management of recognition and rewards, and conflict resolution. The OE Metric is one of several indices used to track progress towards the FAA Flight Plan Organizational Excellence Goal.

The following information is included in this report.

Descriptive Statistics

Number of Respondents (n). The number of people that provided a usable (i.e., valid) response for an item.

Mean (m). Means are provided for items answered on interval scales (e.g., Agreement). Each response option in the scale is assigned a number from 1 (low) to 5 (high). For example, on the Agreement scale, the first response option (Strongly disagree) would be assigned a score of 1 and the last response option (Strongly agree) would be assigned a score of 5. The mean is the arithmetic average, or the sum of all scores for an item divided by the number of people who answered that item. Most items are written so that a higher mean is more positive; however, some items are worded so that a lower is positive. These items are indicated on the report by an asterisk.

Continued on back.

Descriptive Statistics (continued)

Standard Deviation (sd). The standard deviation is a measure of dispersion, or spread, of scores around the mean. Smaller standard deviation values indicate higher levels of agreement among respondents.

Response Distributions (%)

Response distributions can show where perceptions are negative or positive by looking at the percentage of the workforce choosing low (1 and 2) or high (4 and 5) response options. Most items are written so that a response of 4 or 5 is positive. However, some items are worded so that a response of 1 or 2 (e.g., Strongly disagree or Disagree) is positive and a response of 4 or 5 (e.g., Agree or Strongly agree) is negative. These items are indicated on the report by an asterisk.

Response Options. The response options used for this survey include the following:

Agreement Scale	**Extent Scale**
Strongly disagree	Not at all
Disagree	Limited extent
Neither disagree nor agree	Moderate extent
Agree	Considerable extent
Strongly agree	Great extent

2005 Employee Attitude Survey (EAS)

Leading and Managing Performance

Descriptive Statistics	Response Distribution (%)
	☐ 2003 ■ 2005

Clarity of Performance Expectations

1. Communications with my supervisor about my performance have helped clarify what is expected from me in my job.

	2003		**2005**
n	22,188	*n*	1,919
m	3.18	*m*	3.37
sd	1.12	*sd*	1.20

Response distribution chart (Strongly disagree: 11, 9; Disagree: 15, 15; Neither: 29, 21; Agree: 36, 38; Strongly agree: 9, 17)
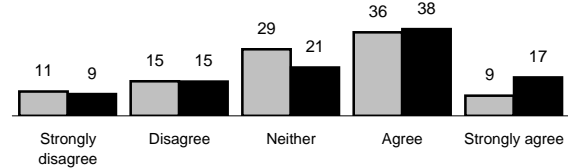
2. I am clear about how "good performance" is defined in my organization.

	2003		**2005**
n	22,185	*n*	1,916
m	3.13	*m*	2.99
sd	1.15	*sd*	1.30

Response distribution chart (Strongly disagree: 11, 17; Disagree: 19, 23; Neither: 26, 17; Agree: 35, 32; Strongly agree: 9, 12)
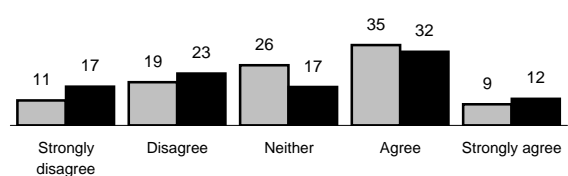
Line-of-Sight

3. My supervisor has clearly communicated the connection between my individual performance expectations and my work unit's goals and objectives.

	2005
n	1,915
m	3.21
sd	1.26

Response distribution chart (Strongly disagree: 12; Disagree: 19; Neither: 19; Agree: 34; Strongly agree: 15)
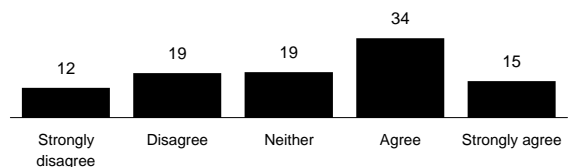
4. My organization has clearly communicated the connection between my individual performance goals and my organization's performance goals.

	2003		**2005**
n	22,129	*n*	1,909
m	2.92	*m*	2.93
sd	1.14	*sd*	1.28
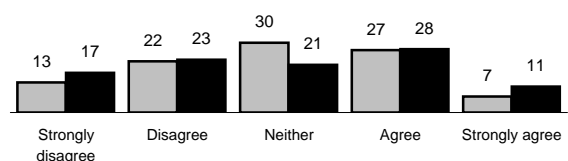
Response distribution chart (Strongly disagree: 13, 17; Disagree: 22, 23; Neither: 30, 21; Agree: 27, 28; Strongly agree: 7, 11)

Response distribution percentages may not sum to 100 due to rounding.

Leading and Managing Performance

Descriptive Statistics

Response Distribution (%)

Line-of-Sight (continued)

2003 ☐   2005 ■

5. My organization has clearly communicated the connection between my individual performance goals and the FAA Flight Plan.

2005
n 1,912
m 2.74
sd 1.27

Strongly disagree	Disagree	Neither	Agree	Strongly agree
21	25	22	23	9
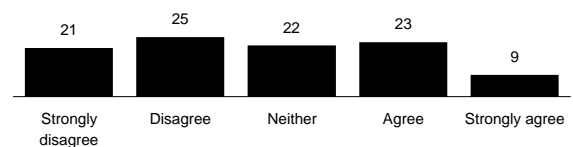
35. FAA senior leadership has done a good job communicating Flight Plan goals and objectives to employees.

2005
n 1,874
m 2.75
sd 1.23

Strongly disagree	Disagree	Neither	Agree	Strongly agree
21	21	25	27	6
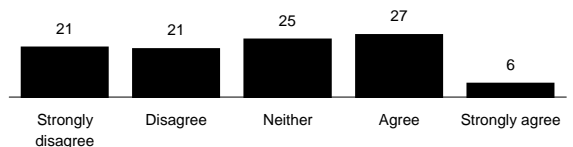
More Effective Management

6. Actions taken in response to the 2003 Employee Attitude Survey have made the management of my organization more effective.

2005
n 1,892
m 2.37
sd 1.15

Strongly disagree	Disagree	Neither	Agree	Strongly agree
30	23	30	13	4
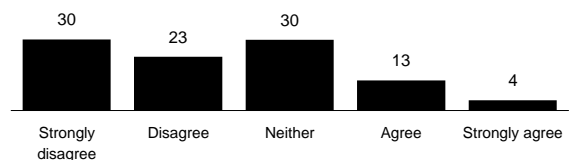
Employee Accountability

7. Non-supervisory employees in my organization are held accountable for achieving important agency goals.

2003		**2005**	
n	22,101	*n*	1,901
m	3.03	*m*	3.03
sd	1.13	*sd*	1.23
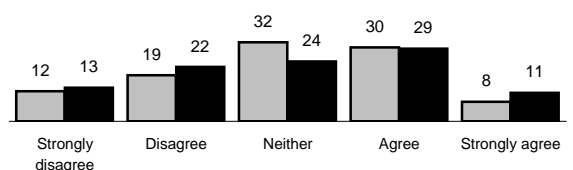
	Strongly disagree	Disagree	Neither	Agree	Strongly agree
2003	12	19	32	30	8
2005	13	22	24	29	11

Response distribution percentages may not sum to 100 due to rounding.

Leading and Managing Performance

| **Descriptive Statistics** | **Response Distribution (%)** |

□ 2003   ■ 2005

Employee Accountability (continued)

9. Corrective actions are taken to deal with non-supervisory employees who perform poorly.

	2003		**2005**
n	22,149	*n*	1,894
m	2.48	*m*	2.53
sd	1.13	*sd*	1.20

Response distribution bar chart:
- Strongly disagree: 24 (2003), 25 (2005)
- Disagree: 28 (2003), 29 (2005)
- Neither: 26 (2003), 21 (2005)
- Agree: 18 (2003), 22 (2005)
- Strongly agree: 3 (2003), 4 (2005)
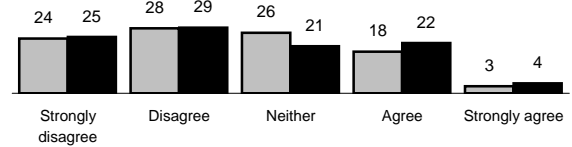
Management Accountability

8. Managers and supervisors in my organization are held accountable for achieving important agency goals.

	2003		**2005**
n	22,085	*n*	1,898
m	3.02	*m*	2.99
sd	1.19	*sd*	1.24

Response distribution bar chart:
- Strongly disagree: 15 (2003), 17 (2005)
- Disagree: 16 (2003), 18 (2005)
- Neither: 31 (2003), 23 (2005)
- Agree: 29 (2003), 33 (2005)
- Strongly agree: 9 (2003), 9 (2005)
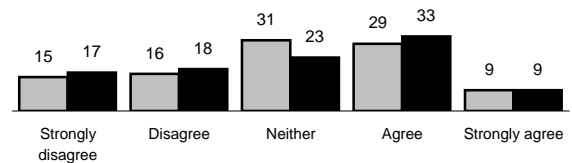
10. Corrective actions are taken to deal with supervisors or managers who perform poorly.

	2003		**2005**
n	22,114	*n*	1,893
m	2.26	*m*	2.27
sd	1.13	*sd*	1.17

Response distribution bar chart:
- Strongly disagree: 33 (2003), 34 (2005)
- Disagree: 25 (2003), 25 (2005)
- Neither: 27 (2003), 23 (2005)
- Agree: 13 (2003), 13 (2005)
- Strongly agree: 3 (2003), 4 (2005)
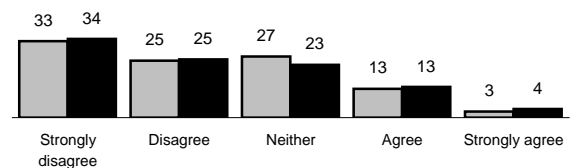
Customer Focus

12. In my organization, there are service goals aimed at meeting customer expectations.

	2003		**2005**
n	22,459	*n*	1,889
m	3.37	*m*	3.31
sd	1.11	*sd*	1.16
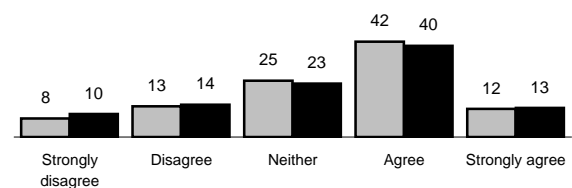
Response distribution bar chart:
- Strongly disagree: 8 (2003), 10 (2005)
- Disagree: 13 (2003), 14 (2005)
- Neither: 25 (2003), 23 (2005)
- Agree: 42 (2003), 40 (2005)
- Strongly agree: 12 (2003), 13 (2005)

Response distribution percentages may not sum to 100 due to rounding.

2005 Employee Attitude Survey (EAS)

Leading and Managing Performance

Descriptive Statistics

Response Distribution (%)

☐ 2003　　　■ 2005

#### Customer Focus (continued)

13. In my organization, managers show commitment to customer support through their actions.

	2003		**2005**
n	22,419	**n**	1,885
m	3.10	**m**	3.10
sd	1.19	**sd**	1.29

	Strongly disagree	Disagree	Neither	Agree	Strongly agree
2003	13	17	27	33	10
2005	16	16	23	32	13
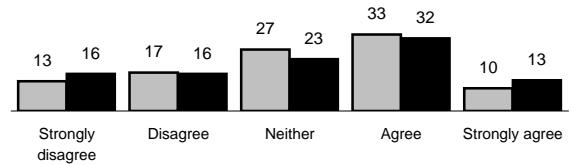
More Accountable Management

11. The management of my organization has become more accountable because of actions taken in response to the 2003 Employee Attitude Survey.

	2005
n	1,883
m	2.40
sd	1.10

Strongly disagree	Disagree	Neither	Agree	Strongly agree
28	23	34	13	3
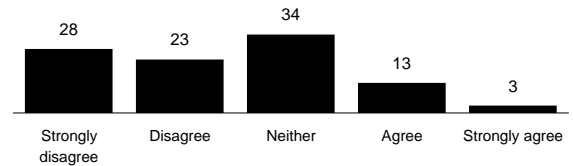
Resolving Conflicts

Extent of Conflict

14. To what extent do you personally experience work-related conflicts or disagreements?*

	2003		**2005**
n	22,376	**n**	1,900
m	2.50	**m**	2.76
sd	0.98	**sd**	1.11
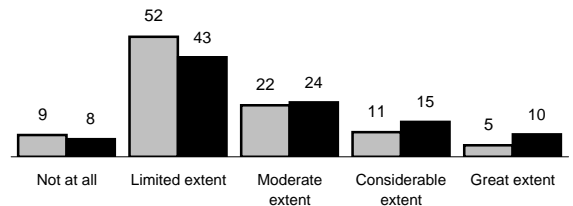
	Not at all	Limited extent	Moderate extent	Considerable extent	Great extent
2003	9	52	22	11	5
2005	8	43	24	15	10

Response options on the left (i.e., Not at all, Limited extent) represent a more positive response.

Note: Item wording changed in 2005 to add the word "personally."

Conflict Impact

15. To what extent do conflicts or disagreements negatively impact your work unit's performance?*

	2005
n	1,895
m	2.75
sd	1.25
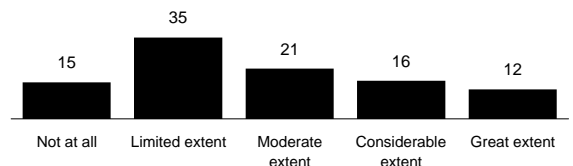
Not at all	Limited extent	Moderate extent	Considerable extent	Great extent
15	35	21	16	12

Response options on the left (i.e., Not at all, Limited extent) represent a more positive response.

Response distribution percentages may not sum to 100 due to rounding.

Resolving Conflicts

Descriptive Statistics	Response Distribution (%)

Conflict Impact (continued)

☐ 2003   ■ 2005

16. To what extent do conflicts or disagreements lead to improved working relationships?

	2005
n	1,882
m	1.83
sd	0.93
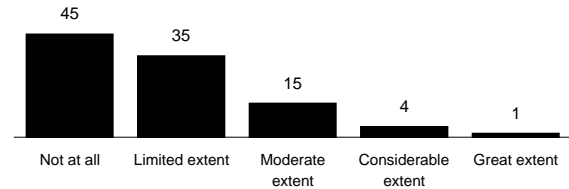
Conflict Resolution

17. To what extent are conflicts or disagreements resolved effectively in your work unit?

	2005
n	1,883
m	2.47
sd	1.16
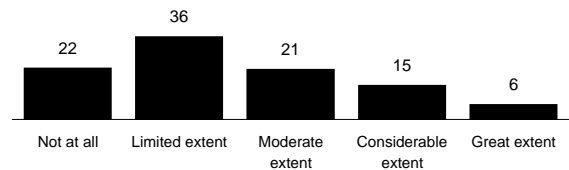
18. Conflicts and differences in my organization are brought out and managed rather than avoided or worked around.

	2003		**2005**
n	22,596	**n**	1,886
m	2.47	**m**	2.44
sd	1.17	**sd**	1.20
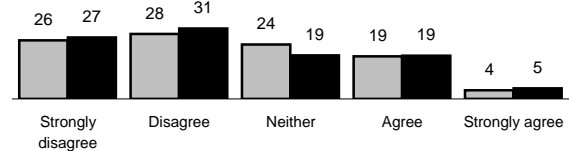
19. My supervisor is effective in dealing with conflicts and disagreements.

	2005
n	1,889
m	2.94
sd	1.25
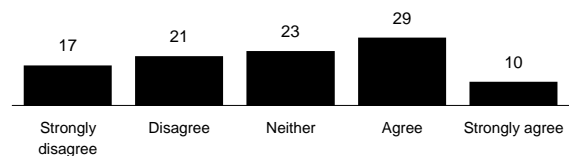
Response distribution percentages may not sum to 100 due to rounding.

Resolving Conflicts

Descriptive Statistics

Response Distribution (%)

Improved Conflict Resolution

☐ 2003   ■ 2005

20. Actions taken in response to the 2003 Employee Attitude Survey in my organization have improved how conflicts are handled and resolved.

	2005
n	1,868
m	2.38
sd	1.01

Response distribution (2005): Strongly disagree 25, Disagree 24, Neither 40, Agree 9, Strongly agree 2
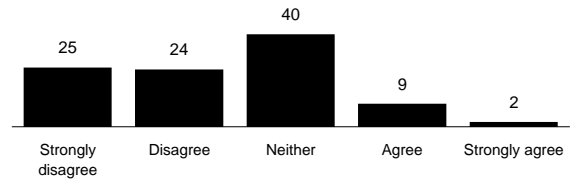
Recognizing and Rewarding Performance

Recognition Given

21. It's pretty common to hear "job well done" within my organization.

	2003		**2005**
n	22,639	**n**	1,890
m	2.76	**m**	2.68
sd	1.25	**sd**	1.35

Response distribution — Strongly disagree: 2003 = 20, 2005 = 28; Disagree: 2003 = 26, 2005 = 21; Neither: 2003 = 19, 2005 = 17; Agree: 2003 = 27, 2005 = 26; Strongly agree: 2003 = 7, 2005 = 9
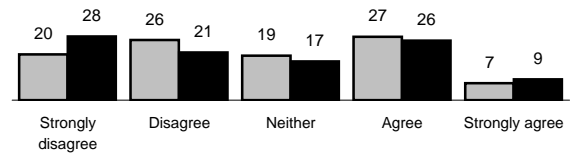
22. The contributions made by employees to my work unit's performance are recognized and publicly acknowledged by my organization.

	2005
n	1,889
m	2.60
sd	1.28

Response distribution (2005): Strongly disagree 26, Disagree 25, Neither 18, Agree 24, Strongly agree 7
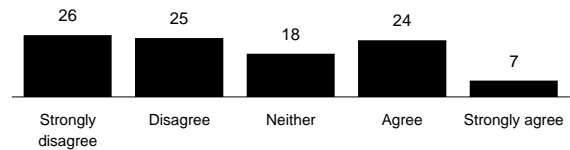
23. Employees are rewarded for providing high quality products and services to customers.

	2005
n	1,889
m	2.43
sd	1.27

Response distribution (2005): Strongly disagree 31, Disagree 27, Neither 17, Agree 19, Strongly agree 6

Response distribution percentages may not sum to 100 due to rounding.
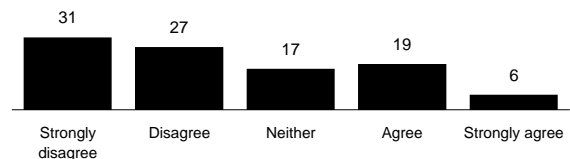
2005 Employee Attitude Survey (EAS)

Recognizing and Rewarding Performance

Descriptive Statistics	**Response Distribution (%)**

Reward Fairness

☐ 2003   ■ 2005

24. Recognition and rewards are based on merit.

	2003		**2005**
n	22,428	*n*	1,888
m	2.55	*m*	2.50
sd	1.17	*sd*	1.26

Response distribution chart:
- Strongly disagree: 24 (2003), 30 (2005)
- Disagree: 26 (2003), 21 (2005)
- Neither: 26 (2003), 24 (2005)
- Agree: 20 (2003), 20 (2005)
- Strongly agree: 4 (2003), 6 (2005)
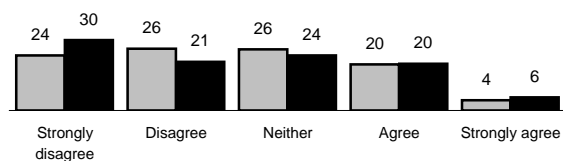
25. People in my organization get the credit they deserve for the work they do.

	2003		**2005**
n	22,263	*n*	1,889
m	2.66	*m*	2.39
sd	1.20	*sd*	1.22

Response distribution chart:
- Strongly disagree: 21 (2003), 30 (2005)
- Disagree: 28 (2003), 29 (2005)
- Neither: 22 (2003), 18 (2005)
- Agree: 24 (2003), 18 (2005)
- Strongly agree: 6 (2003), 5 (2005)

Improved Recognition and Rewards

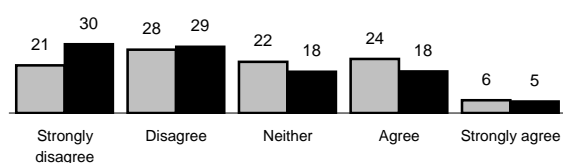26. Actions taken in response to the 2003 Employee Attitude Survey in my organization have improved the recognition of and rewards for performance.

	2005
n	1,868
m	2.22
sd	1.07

Response distribution chart:
- Strongly disagree: 34
- Disagree: 23
- Neither: 31
- Agree: 10
- Strongly agree: 2
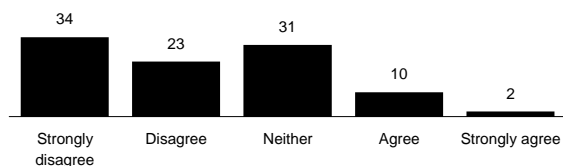
Enhancing Communications

Job-Related Communications

27. Policies affecting my work are communicated adequately.

	2003		**2005**
n	22,374	*n*	1,878
m	3.06	*m*	2.96
sd	1.10	*sd*	1.19
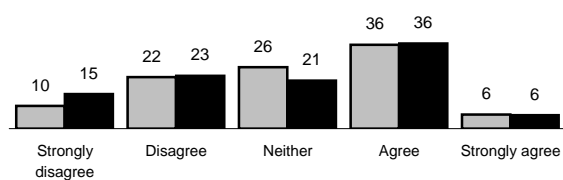
Response distribution chart:
- Strongly disagree: 10 (2003), 15 (2005)
- Disagree: 22 (2003), 23 (2005)
- Neither: 26 (2003), 21 (2005)
- Agree: 36 (2003), 36 (2005)
- Strongly agree: 6 (2003), 6 (2005)

Response distribution percentages may not sum to 100 due to rounding.

Enhancing Communications

Descriptive Statistics

Response Distribution (%)

Job-Related Communications (continued)

☐ 2003   ■ 2005

28. Guidance on procedures for doing my work is communicated adequately.

	2003		**2005**
n	22,343	*n*	1,880
m	3.04	*m*	2.97
sd	1.10	*sd*	1.17

Strongly disagree	Disagree	Neither	Agree	Strongly agree
10 / 14	22 / 22	27 / 23	35 / 35	6 / 6

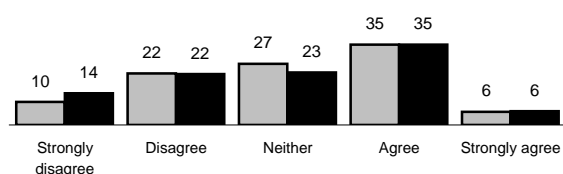29. Management in my organization ensures that the information I need to do my job is readily available.

	2003		**2005**
n	22,328	*n*	1,881
m	3.04	*m*	2.98
sd	1.13	*sd*	1.20

Strongly disagree	Disagree	Neither	Agree	Strongly agree
11 / 15	21 / 20	26 / 23	34 / 34	7 / 8
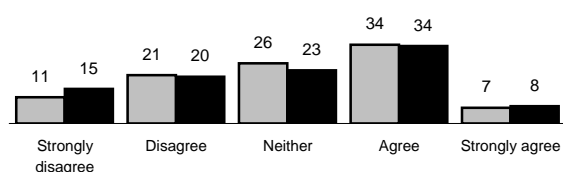
30. In my organization, we are encouraged to share information to get the job done.

	2003		**2005**
n	22,509	*n*	1,882
m	3.44	*m*	3.38
sd	1.12	*sd*	1.18

Strongly disagree	Disagree	Neither	Agree	Strongly agree
8 / 10	13 / 14	21 / 18	44 / 43	14 / 14
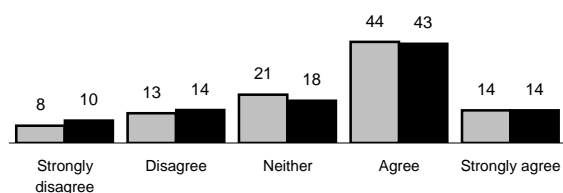
Executive Communications

33. I believe the FAA senior leadership is working to improve how they communicate with employees.

	2005
n	1,876
m	2.75
sd	1.30
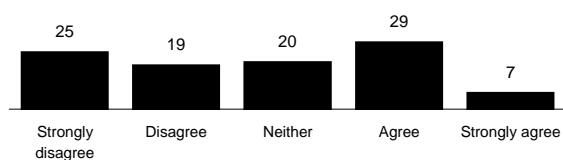
Strongly disagree	Disagree	Neither	Agree	Strongly agree
25	19	20	29	7

Response distribution percentages may not sum to 100 due to rounding.

Enhancing Communications

Descriptive Statistics

Response Distribution (%)
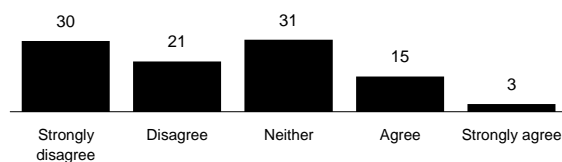
Executive Communications (continued)

■ 2005

36. FAA executives are honest when communicating with employees.

	2005
n	1,866
m	2.39
sd	1.14

Strongly disagree 30 | Disagree 21 | Neither 31 | Agree 15 | Strongly agree 3

37. I hear news about the FAA more often from outside sources like the media than from internal sources such as FAA management, broadcast messages, agency newsletters and other official sources.*

	2005
n	1,859
m	3.13
sd	1.15

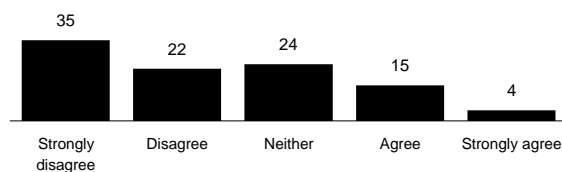Strongly disagree 7 | Disagree 26 | Neither 30 | Agree 24 | Strongly agree 14
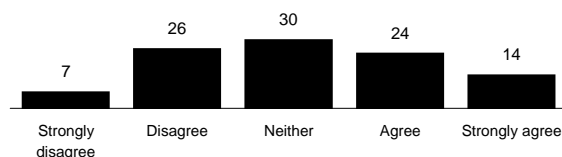
*Response options on the left (i.e., Strongly disagree, Disagree) represent a more positive response.

Use of Feedback

31. Feedback from employees is valued and acted upon by the senior leadership of the FAA.

	2005
n	1,874
m	2.32
sd	1.21

Strongly disagree 35 | Disagree 22 | Neither 24 | Agree 15 | Strongly agree 4

32. My supervisor actively seeks feedback from employees in my work unit about agency policies, programs and initiatives that impact our work.

	2005
n	1,878
m	2.78
sd	1.27
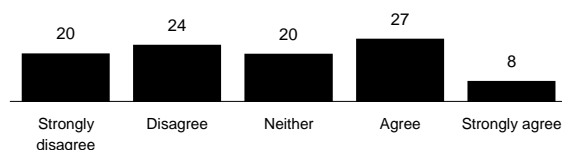
Strongly disagree 20 | Disagree 24 | Neither 20 | Agree 27 | Strongly agree 8

Response distribution percentages may not sum to 100 due to rounding.

Enhancing Communications

Descriptive Statistics	Response Distribution (%)

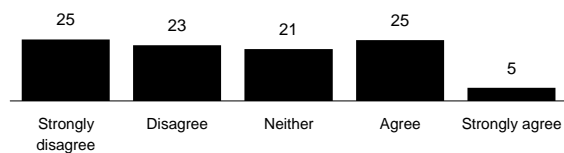### Improved Communications

■ 2005

34. In the last 12 months, I have seen improvements in the way the FAA communicates with its employees.

2005
n 1,873
m 2.61
sd 1.24

Strongly disagree	Disagree	Neither	Agree	Strongly agree
25	23	21	25	5

38. Communications have improved in my organization because of actions taken in response to the 2003 Employee Attitude Survey.

2005
n 1,855
m 2.47
sd 1.08

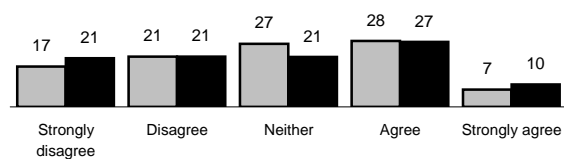| Strongly disagree	Disagree	Neither	Agree	Strongly agree
25	22	37	14	2
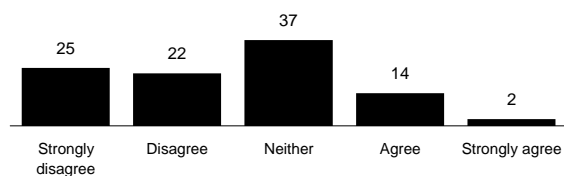
Organizational Effectiveness (OE) Metric — Items 1, 2, 4, 7, 8, 9, 10, 12, 13, 21, 24, 25

The Organizational Excellence (OE) Metric is a composite of 12 items. The OE Metric is designed to provide an overall summary assessment of employee perceptions of management effectiveness and accountability, the management of recognition and rewards, and conflict resolution.

2003
n 22,699

2005
n 1,936

	Strongly disagree	Disagree	Neither	Agree	Strongly agree
2003	17	21	27	28	7
2005	21	21	21	27	10

Demographics

39. Your supervisory level

2005
n 1,850

Non-supervisory employee/non-supervisory team lead	First-/second- level supervisor	Manager/executive
83	11	5

Response distribution percentages may not sum to 100 due to rounding.
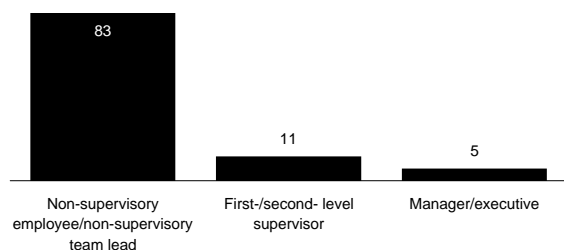
Demographics

40. Organization

2005

n 1,807

n	**%**	
374	20.7	ATO En Route (ARTCC, ATO-E, Service Area Director and HQ Staff)
579	32.0	ATO Terminal (Terminals, ATO-T, Service Area Director and HQ Staff)
246	13.6	ATO Technical Operations (SSCs, SMOs, Implementation Centers, Systems Standards, Service Area and HQ Staff)
77	4.3	All Other ATO (ATO-A, ATO-C, ATO-D, ATO-F, ATO-P, ATO-R, ATO-S, ATO Transition)
213	11.8	Flight Standards (All AFS field, FSDO, Regional Office & HQ Staff)
75	4.2	Aircraft Certification (All AIR field, FSDO, Regional Office & HQ Staff)
28	1.5	All Other AVS organizations (AAM, AAI, ARM, AOV, AQI, & AVS HQ Staff)
111	6.1	Regional & Center Operations (Regional Office staff, Mike Monroney Aeronautical Center, & ARC)
104	5.8	All Other HQ Offices (AOA, ADA, AGC, ACR, AGI, APA, API, ASH, AHR, AST, ARP, & AIO)

Response distribution percentages may not sum to 100 due to rounding.